



Operational & Non-Operational/ Off-Duty Risk Management



ORM Concepts

- All are responsible for using ORM
- Risk is inherent in all operations
- Risk can be controlled



ORM Will:

- Increase probability of a successful mission
- Significantly enhance overall decision making skills
- Guide appropriate level decision making
- Cut losses significantly



ORM Myths

- ORM is an additional requirement
- ORM does not apply in war/combat
- ORM is rigid
- ORM will go away



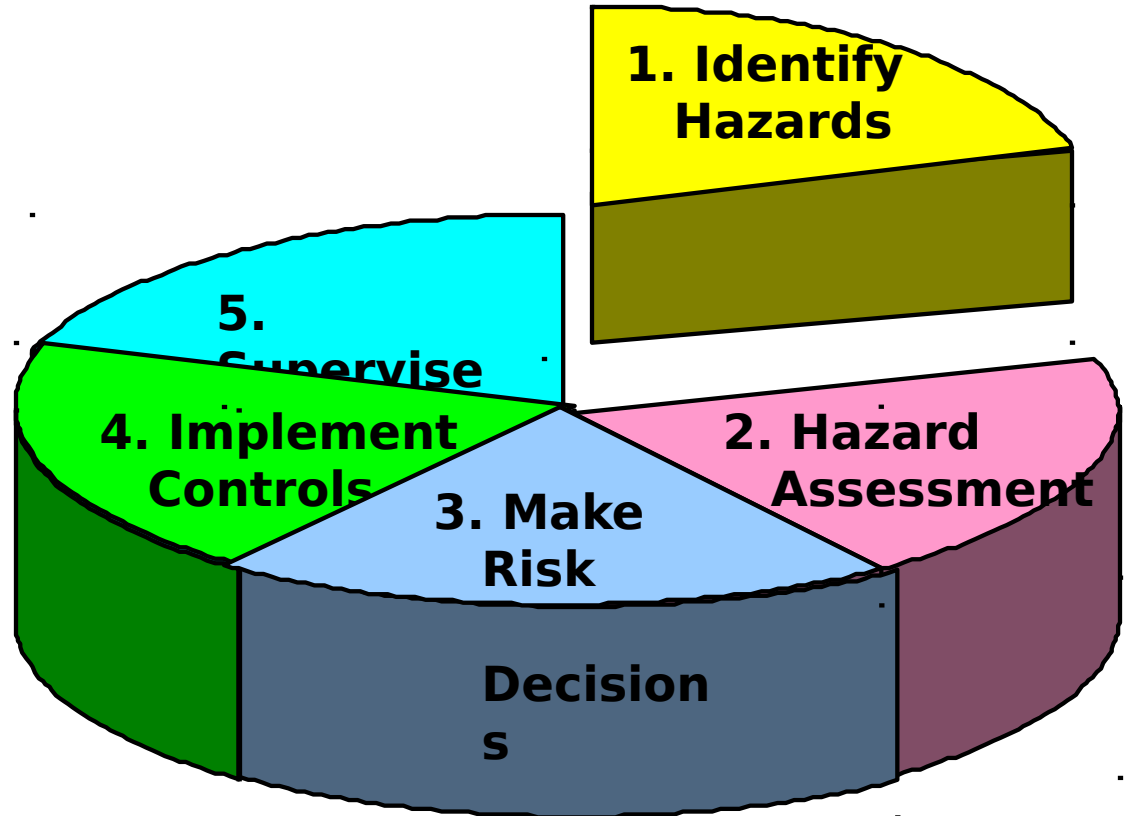
ORM Principles

1. Accept risks when benefits outweigh costs
2. Accept no unnecessary risk
3. Anticipate and manage risk by planning
4. Make risk decisions at the right level



Step 1 - Identify Hazards

Hazard: A condition with the potential to cause personal injury or death, property damage or mission degradation.





Identify Hazards

**1. Identify
Hazards**

**Action 1:
Operational
Analysis**



**Action 2:
List
Hazards**



**Action 3:
Determine
Root Causes**



Operational Analysis

1. Identify Hazards

- Specified & implied task
- “Bite-size” chunks
- How was it done last time?
- Involve operators
- List in time sequence
- Prioritize significant events



List Hazards

**1. Identify
Hazards**

- Preliminary Hazard Analysis (PHA)
- “What If” Tool
- Change Analysis



Brainstorming

1. Identify
Hazards

- Useful technique throughout all ORM
- “Free” input (disciplined)
- Round-robin technique



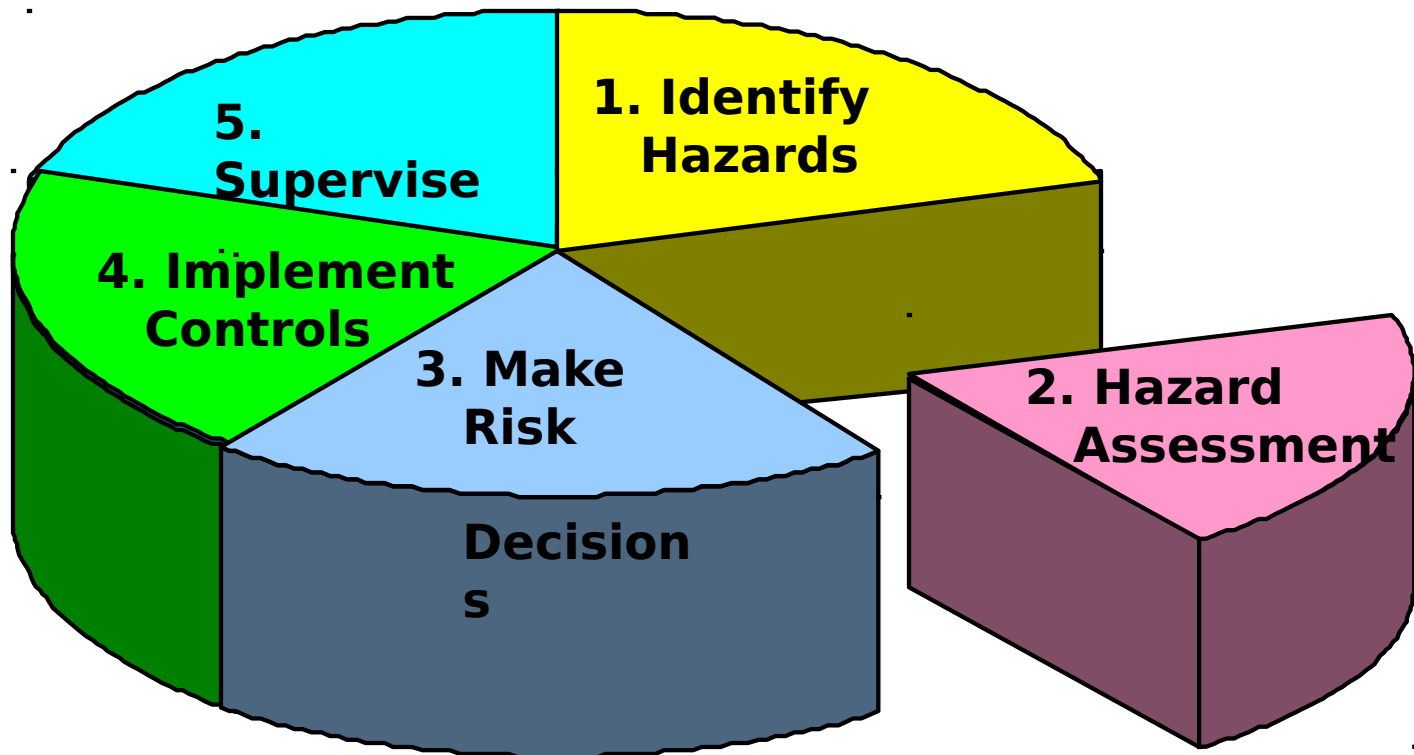
Determine Root Causes

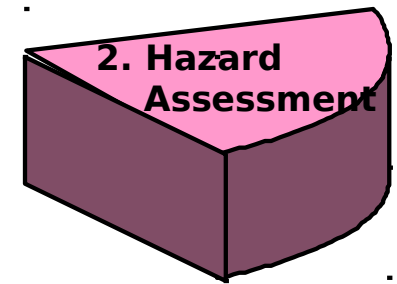
1. Identify
Hazards

- Target root cause versus symptom
- Keep asking why until root cause is determined



Step 2 - Assess Hazards





Hazard vs. Risk

HAZARD



A condition with the potential to cause personal injury or death, property damage or mission degradation.

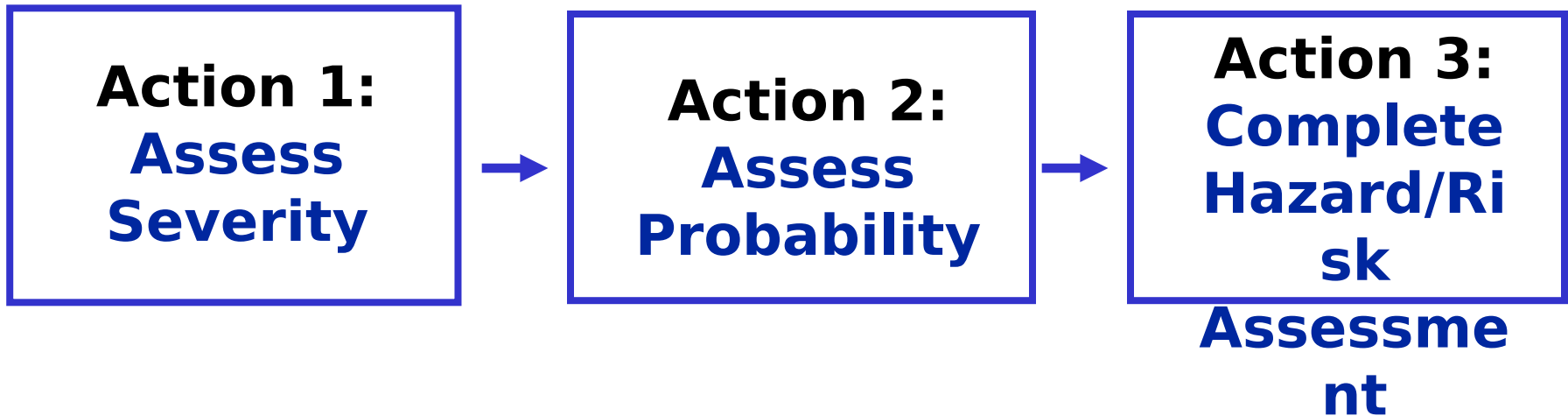
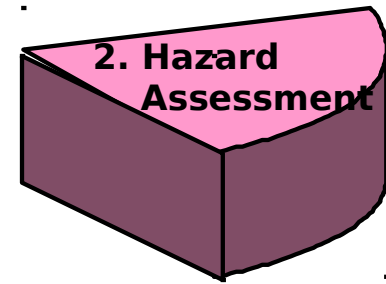
RISK



An expression of possible loss in terms of severity and probability.

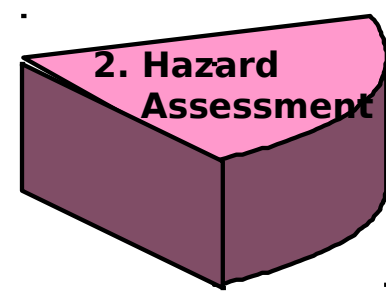


Assess Hazards





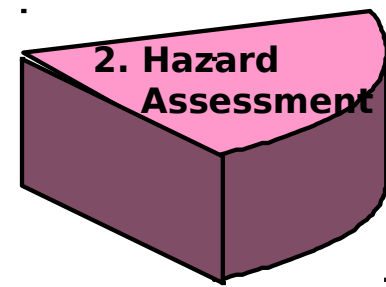
Assess Severity



- Impact to mission?
- Impact to people?
- Impact to things?
(material, facilities, environment)



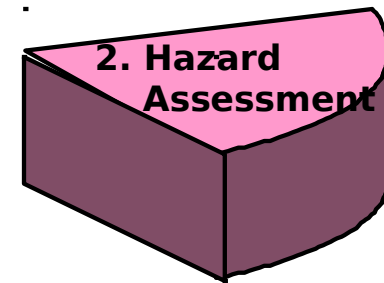
Assess Probability



- Use the cumulative probability of all causation factors
- Express in descriptive or quantitative terms
- Use experience data when possible
- Acknowledge uncertainty
- Exposure



Risk Assessment Matrix



Risk Assessment Code

1 = Critical

2 = Serious

3 = Moderate

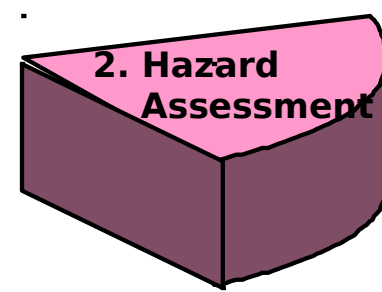
4 = Minor

5 = Negligible

		Probability of Occurrence			
		Likely	Probably	May	Unlikely
		A	B	C	D
S E V E R I T Y	Cat I	1	1	2	3
	Cat II	1	2	3	4
	Cat III	2	3	4	5
	Cat IV	3	4	5	5
Risk Levels					



Assessment Pitfalls



- Over Optimism
- Misrepresentation
- Alarmism
- Prejudice
- Subjective Inaccuracy





Step 3 - Make Risk Decisions





Make Risk Decisions



Action 1:

**Identify
Control
Options**



Action 2:

**Determine
Control
Effects**



Action 3:

**Make
Risk
Decisions**



Identify Control Options



- Begin with a Totem-pole List of Risks
- Generate a List of Potential Controls for Each Risk
- Get Operator Input
- Consider Control Measure Conflicts



Determine Control Effects



- Always choose the most mission supportive combination
- Find control options that enhance impact
- Get operator input
- Determine residual risk



Make Risk Decisions

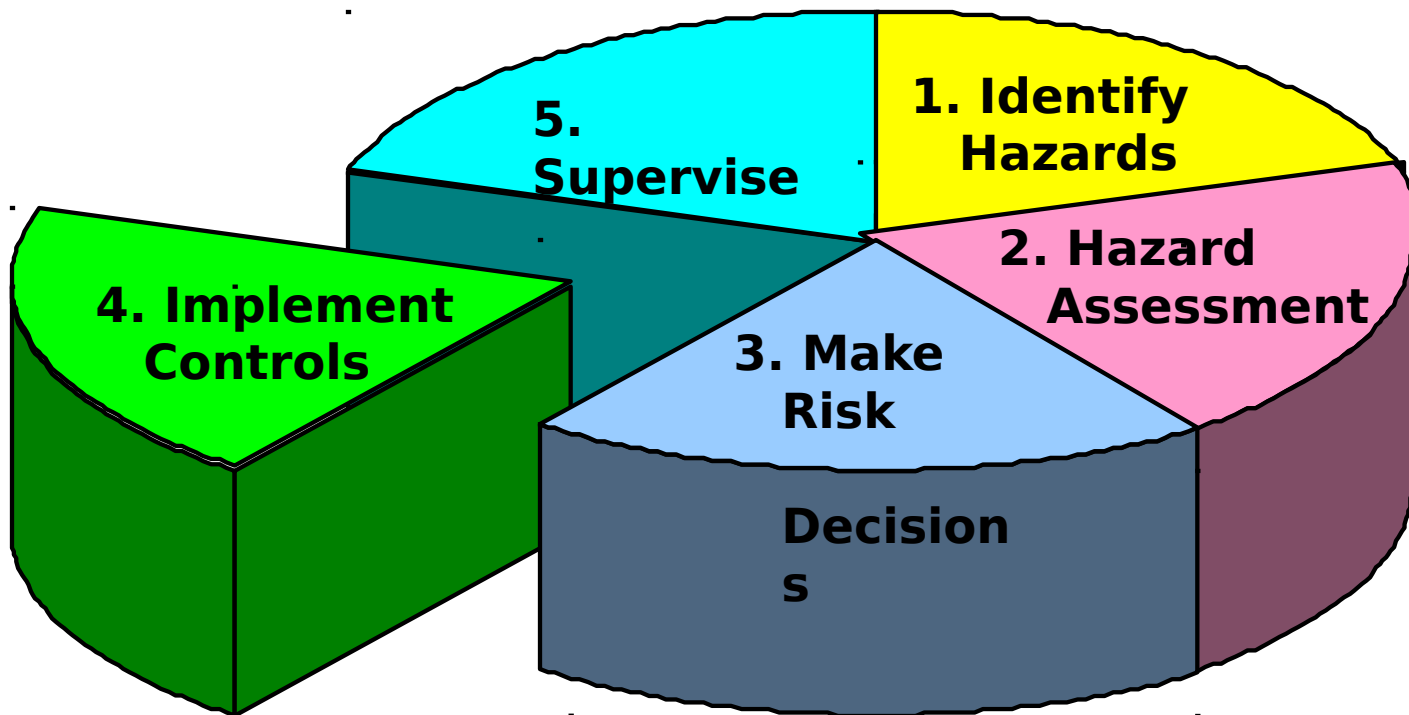


Benefits > Costs?

- Accept The Risk
When Benefits Outweigh Costs
- Reject The Risk
When Costs Outweigh Benefits
- Leadership decision

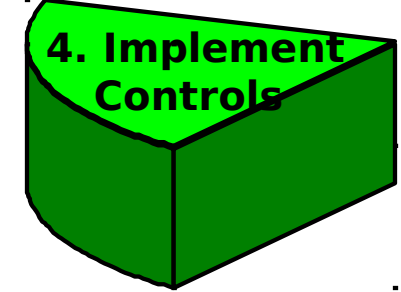


Step 4 - Implement Controls





Implement Controls



Action 1:

**Make
Implementati
on
Clear**



Action 2:

**Establish
Accountabili
ty**

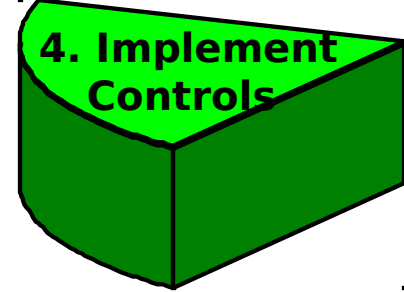


Action 3:

**Provide
Support**



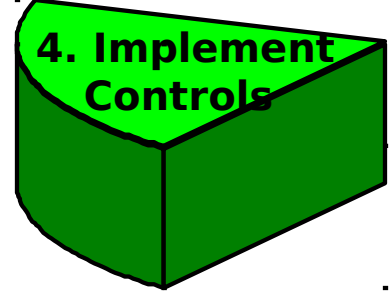
Make Implementation Clear



- **Effectively COMMUNICATE!**
- **Use Examples, Pictures, Charts**
- **Describe Successful Implementation**
- **Positively Sell Control Measures**



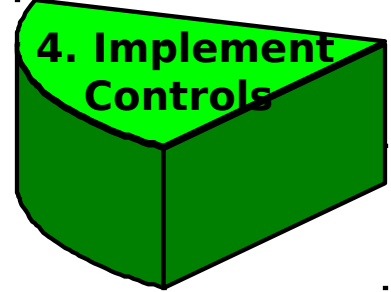
Establish Accountability



- **Accountable Person Approves Controls**
- **Clear Assignment of Responsibility**



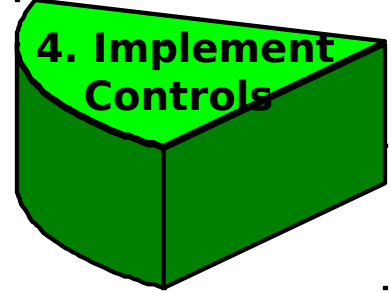
Provide Support



- **Command Provide Personnel and Resources**
- **Design in Sustainability**
- **Employ Feedback Mechanism**



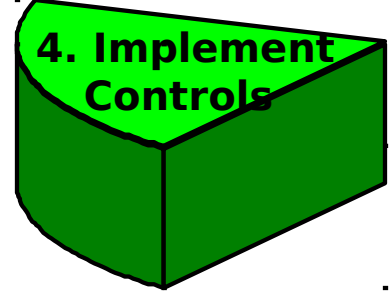
Guidelines



- **Integrate into Plans, Training, and Instructions**
- **Consider Control Measure Conflicts**
- **Test on Sample Group**



Why Implementation Fails!

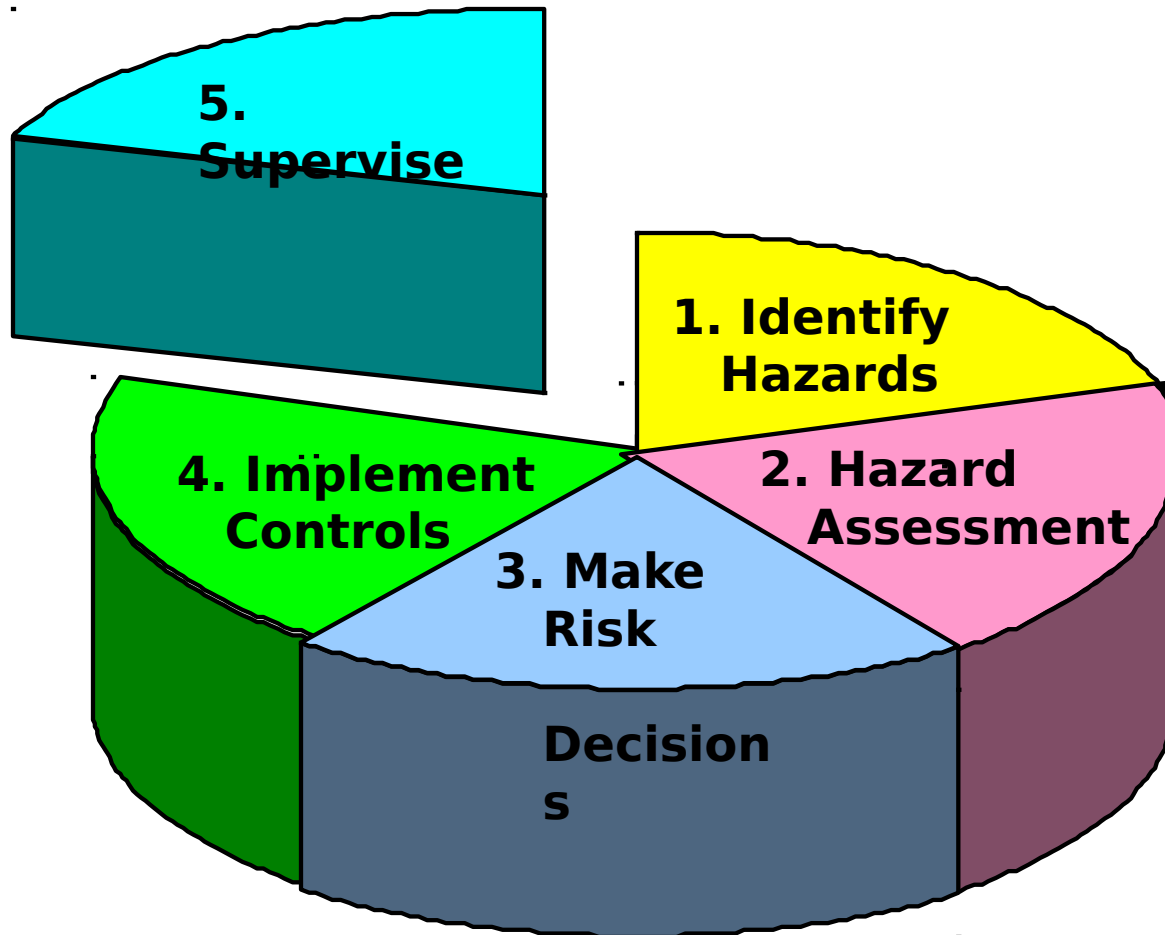


- Wrong control for the problem
- It's overmatched by other priorities
- Nobody measures until it is too late



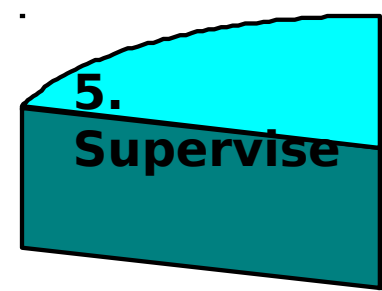


Step 5 - Supervise





Supervise



Action 1:

Monitor



Action 2:

Review



Action 3:

Feedback



Monitor

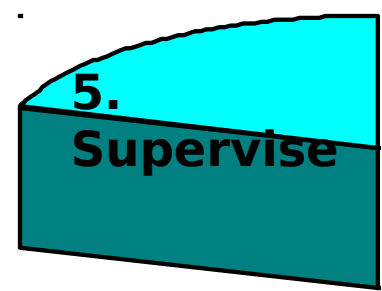
5.
Supervise

- Correct Implementation of Controls
- Changes requiring further ORM:
 - ✓ New hazards
 - ✓ Mission task changes





Review



- Risks and mission balanced
- Effect of controls on mission
- Measurement of control effectiveness WRT Mission Accomplishment



Feedback

5.
Supervise

- Document Lessons Learned
- Archive Documentation
 - ✓ Local Files
 - ✓ TRACS – Total Risk Assessment and Control System



INTEGRATING OPERATIONAL & OFF- DUTY RISK MANAGEMENT IN YOUR COMMAND

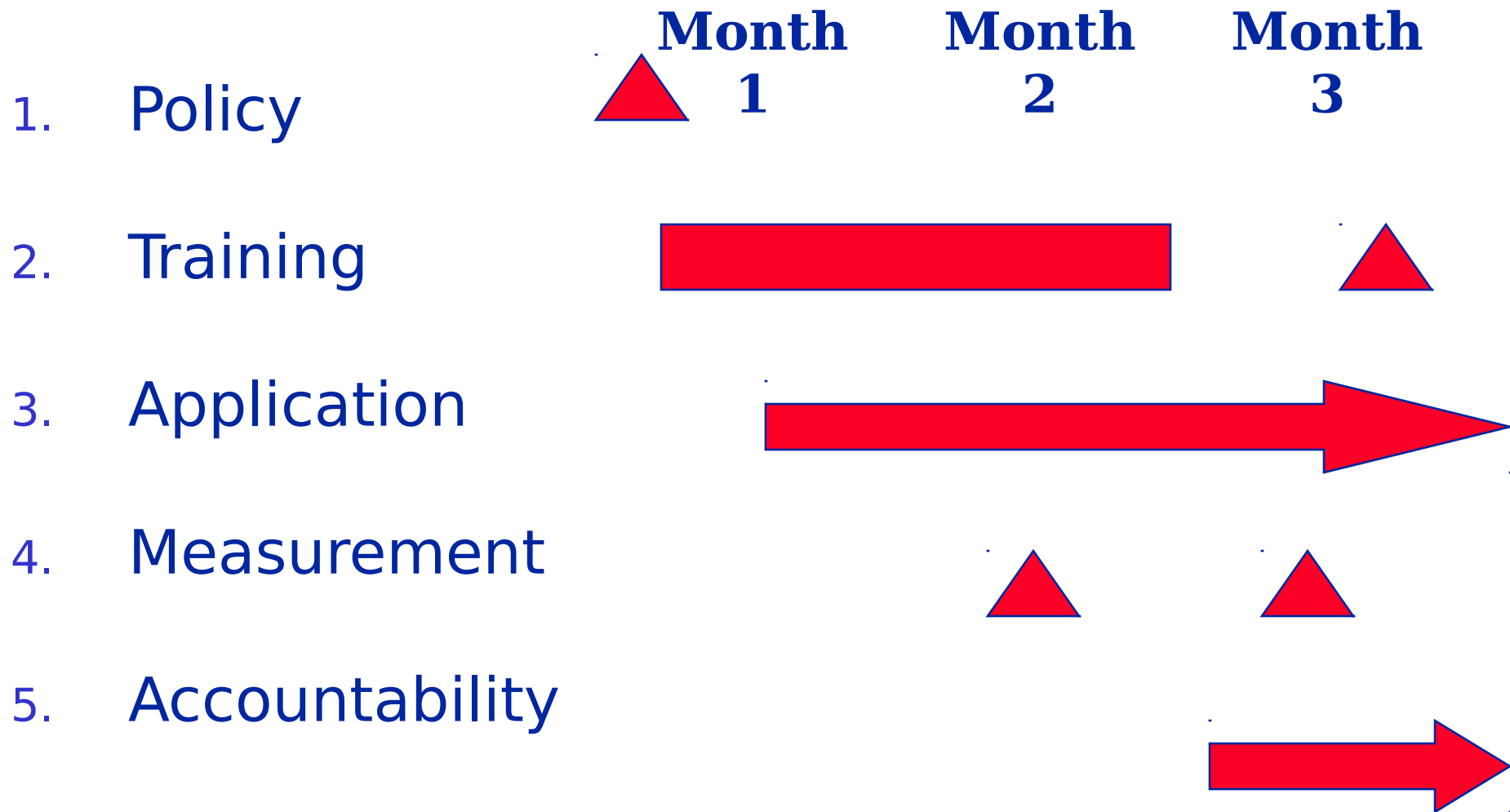


Some Key Questions

- What is our Start Point?
- What are the Critical Steps?
- How Long Should it Take?
- Who is Responsible?
- How do We Know if Our Implementation is Effective?



Integration Plan





Policy Statement

Sample: We must minimize training and combat risks to acceptable levels through the continuous application of ORM in all operational and non-operational (off-duty) planning and decision making processes



Visibility

- Conduct promotional blitz - posters, POD notes and verbal comments at every opportunity
- Submit ORM articles to local publications
- Modify SOPs, Instructions “Anymouse” forms and briefing checklists to incorporate ORM



ORM Training

- ORM is incorporated in many of the existing training tracks
- Local Top-down training at the organizational level
- Modify existing training material at all levels to include Operational and Non-operational/Off Duty Risk Management



Time Critical ORM

- As personnel get trained, use Time Critical ORM in every operation
- Use High, Medium & Low for Probability & Severity
- The Four principles will be reinforced through actual situations



Deliberate ORM

- Apply Deliberate ORM in Planning for Infrequent Operations, such as deployment
- Use a Mix of People Who are Comfortable with ORM and Some Operators Who Have Just Been Trained
- Use the Risk Matrix from the OPNAV instruction



Measurement

- Tracking Existing Measures for Mission Accomplishment, Readiness and Safety
- Look for Trends (up or down)
- Seek Assistance from Fleet Tactical Training Groups in Developing Measures of Effectiveness for ORM



Accountability

- Recognize ORM Application and Successes with Letters of Appreciation, Safety Pro Awards and Personal Awards
- Incorporate ORM into qualifications and certifications such as Watch standing, Warfare Designation, etc.
- Set Expectations for ORM Utilization and document FITREPS Evals accordingly



Risk Management Flow Review

